United Nations E/AC.51/2002/L.6/Add.30

Economic and Social Council

Distr.: Limited
3 July 2002

Original: English

Committee for Programme and Coordination
Forty-second session
10 June-5 July 2002
Agenda item 9
Adoption of the report of the Committee on its forty-second session

Draft report

Addendum

Rapporteur: Mr. Alejandro **Torres Lépori** (Argentina)

Coordination questions: report of the United Nations System Chief Executives Board for Coordination

Item 5 (a)

Annual overview report of the United Nations System Chief Executives Board for Coordination for 2001

1. At its 6th meeting, on 13 June 2002, the Committee for Programme and Coordination considered the annual overview report of the United Nations System Chief Executives Board for Coordination (CEB) for 2001 (E/2002/55). The representative of the Secretary-General introduced the report and responded to queries raised during the Committee's consideration of the report.

Discussion

2. It was noted that the annual overview report of CEB for 2001 was comprehensive and provided a good snapshot of the functioning of CEB and its new high-level committees, as well as of the efforts of the organizations of the United Nations system to work together, promoting coherence and synergies, avoiding duplication and maximizing the effectiveness of their work. The various examples cited in the report under three clusters — development and poverty eradication, health and protecting the common environment — were welcomed because they demonstrated the manner in which the system was working together in selected specific areas.

02-44753 (E) 030702

3. The view was expressed that the level of inter-agency coordination in the budgetary field had decreased recently, and that effective and immediate measures should be taken by CEB and its relevant structures to address that problem, especially in view of the need for effective coordination and cooperation between United Nations agencies and organizations in the budgetary field (i.e., exchange of experience, information, techniques and best practices, inter alia, in the area of results-based budgeting). It was also stressed that CEB should reflect the practical results of its reform and its influence on the different areas of inter-agency coordination in its annual reports.

4. It was noted that CEB had made considerable progress in performing its critical role of ensuring and enhancing system-wide coordination of the efforts of the organizations of the United Nations system. It was observed that that function had become even more important in view of the continuing worldwide trend of globalization, as well as the recent decision of the United Nations system to consider the United Nations Millennium Declaration as the overarching policy framework for its programmes and activities in the economic and social sectors.

5. Appreciation was expressed for the continuing attention devoted by CEB to the issues of globalization and its multifaceted dimensions, as well as its relationship to the ongoing efforts of the organizations of the United Nations system in the framework of the follow-up to the Millennium Summit. The report highlighted some of the concerns of the members of CEB in relation to the process of globalization and their efforts to address them. Note was taken in that regard of CEB's consideration of policy measures required to make globalization a positive force for all. Note was also taken of a policy paper prepared by the Director-General of the International Labour Organization on an integrated approach to policy formulation identifying the social consequences of globalization, whose conclusions were considered to be significant. The observation was made that it would be necessary to elaborate unified strategies to be followed by organizations of the United Nations system, including the Bretton Woods institutions, and by civil society organizations to help manage the process of globalization. The question was raised why the annual overview report had focused only on the negative aspects of globalization. It was explained that the important thing was to ensure that globalization worked for all so that its negative effects were minimized and its positive aspects maximized: the report had consequently dwelt on both its negative and positive dimensions. By drawing attention to its negative aspects, it was hoped that executive heads of the organizations of the United Nations system would take appropriate measures to minimize those aspects that would adversely affect the efforts of the United Nations system towards the achievement of the millennium development goals. It was acknowledged that although much had been achieved by the United Nations system, efforts should continue to develop more coherent approaches to all aspects of globalization. On the other hand, the view was also expressed that the report was well balanced on the question of globalization. Another view was raised concerning the necessity of a coherent and coordinated response of the United Nations system vis-à-vis differential access to the benefits of the globalization.

6. A number of issues were raised concerning the millennium development goals, including the status of the goals and whether they had been agreed upon by Member States and whether indeed they constituted the development goals that should be pursued by the United Nations system; whether specific measures were required to address each of the millennium development goals; and finally, whether the

Millennium Declaration was the only framework for directing the activities of the United Nations system. It was explained that the Declaration had been adopted unanimously by heads of State and Government at the Millennium Summit and that it represented the expression of international consensus at the highest possible level, while at the same time providing a broad framework for actions in the economic and social sectors that drew upon the summits and international conferences of the 1990s. It should thus be quite natural for the system to regard the millennium development goals as an overarching framework for its work. They had been derived from the Declaration as a set of priority development goals to be collectively addressed by the United Nations system organizations. It was also mentioned that each of the goals was being addressed system-wide under the coordination of CEB. It was further confirmed that the pilot inventory undertaken by CEB had indeed been extremely helpful in showing how the activities of the system were contributing to the accomplishment of the goals and in identifying areas in which enhanced efforts were required. In that sense, the inventory was helpful, although it could not be an all-embracing and comprehensive document covering every aspect of the work of the United Nations system. It was also explained that in a similar manner, the examples of successful system-wide inter-agency initiatives and efforts cited in the report did not represent the totality of such initiatives being pursued by organizations of the system, nor, because they were merely a selection, could they include each organization of the system. Those examples were intended merely to demonstrate a cross-section of the types of system-wide initiatives being successfully organized by the organizations of the United Nations system, and the fact that certain agencies were not mentioned among them did not imply at all that they were not interested or not participating.

7. Appreciation was expressed for the efforts of the Secretary-General to reform the former ACC and its subsidiary machinery and transform it to the current CEB. The Committee welcomed the successful completion of that process of transition as reported in the report, noting with satisfaction the creation of the High-level Committee for Programme and the High-level Committee for Management; the ad hoc inter-agency networks operating with the help of information technologies; the time-bound, task-oriented task forces under lead-agency arrangements; and the consolidation of the CEB secretariat. Although support was expressed for the new approaches to coordination, a number of observations were made concerning the change of name to CEB; the new modalities of coordination and the new methods of work of CEB and its two high-level committees; the workings of the informal networks of specialists; cost-sharing arrangements; and the consolidation of the CEB secretariat. A number of issues were clarified concerning the functioning of CEB and its high-level committees, including that the responsibility for managing security arrangements rested entirely with the new mechanism established by the General Assembly; that the new arrangements for coordination in different sectors had been designed to allow greater flexibility and provide opportunities for introducing innovative modalities and involving, where necessary, civil society (non-United Nations actors) and a programme that was driven not by calendar but by substance. In addition, the new arrangements would encourage the system to address problems as they arose without having to wait for the next scheduled meeting.

8. The efforts of CEB to promote sustainable development in Africa were noted and support was expressed for the priority attention being given by CEB to the New

Partnership for Africa's Development (NEPAD). It was also observed that strong endorsement by CEB of NEPAD as an African-owned, African-led initiative, implemented by Africans themselves, might imply that the United Nations system was disengaging from African development programmes. It was explained that national development was first and foremost the responsibility of national Governments. In NEPAD, African leaders had accepted the responsibility of promoting sustainable development of their continent through a process that was owned and led by them. The United Nations system was committed to fully supporting the African leaders in that important task. The Committee welcomed the decision of CEB that all of its member organizations should review their programmes with regard to supporting NEPAD. A query was raised on the status of NEPAD, and it was explained that the Economic and Social Council had already endorsed the New African Initiative, as had the Group of Eight Major Industrialized Countries (G-8). It was also explained that African leaders were currently elaborating an action plan that was to be presented at the forthcoming G-8 meeting in Canada. That and the commitment of the United Nations system to supporting sustainable development of Africa were sufficient grounds for the organizations of the United Nations system to rally behind NEPAD. It was also explained that CEB, in order to ensure a coherent and disciplined support for NEPAD, was coordinating system-wide approaches through the Executive Director of the Economic Commission for Africa (ECA), who acted as the interlocutor of the United Nations system vis-à-vis the Heads of State Implementation Committee (HSIC) of NEPAD. That arrangement had worked well; regional consultations organized by ECA had helped to identify seven priority areas, as well as United Nations system lead agencies which would, in accordance with their mandates, be responsible for supporting NEPAD in relevant areas. In addition, many executive heads also maintained direct contacts with HSIC concerning their respective mandates.

9. It was stressed that, in the area of assistance to countries invoking Article 50 of the United Nations Charter, CEB and its relevant structures should pay particular attention to the analysis of specific problems faced by those countries and should develop new proposals and mechanisms for the practical response of the United Nations system in order to provide assistance to third States affected by the implementation of sanctions imposed by the Security Council. It was further noted that methodology for estimating damage caused by sanctions to third States and the relevant compensations scale should be developed. Within the United Nations system, focal "sponsors", capable of leading compensational projects, should be determined from among international financial institutions (i.e., the International Monetary Fund, the World Bank). At the same time, the Security Council's prerogatives in that area should be fully respected. It was also noted that mechanisms should be developed for financing specific sectors of the economy of countries damaged by sanctions on third States invoking Article 50. In that regard, it was stated that United Nations system's financial institutions and development agencies should be fully engaged.

Conclusions and recommendations

10. **The Committee took note with appreciation of the annual overview report of CEB for 2001 (E/2002/55). It particularly noted the improved format of the report, which more fully responded to concerns raised by the Committee in the past, and especially welcomed the examples cited in the report concerning**

system-wide initiatives for promoting synergies and coherence in the actions of the organizations of the United Nations system.

11. The Committee affirmed its support for the crucial role of CEB in coordinating the efforts of the organizations of the United Nations system to pursue system-wide implementation of the development goals contained in the United Nations Millennium Declaration, which served as the overarching framework for the activities of the United Nations system in the follow-up to the Millennium Summit.

12. The Committee recommended that CEB continue to give attention to helping advance unified system-wide strategies to make globalization work as a positive force for all and to strengthen the unique abilities of the United Nations system in coordinating international efforts to help solve social, economic, political and environmental and humanitarian problems in the era of globalization, in particular through the achievement of the development goals of the Millennium Declaration. The Committee further requested information on significant developments in that regard in the context of future CEB annual overview reports.

13. The Committee noted the view expressed by CEB that a substantial increase in official development assistance to Africa was one of several crucial conditions required for renewed progress in Africa. The Committee expressed its support for the priority attention given by CEB to the sustainable development of Africa and for its efforts to foster system-wide commitments by organizations of the United Nations system, as well as its role in coordinating the implementation of relevant intergovernmental mandates for systematically mobilizing the necessary support for NEPAD. The Committee requested that CEB continue to monitor and report on system-wide support for the NEPAD initiative in the context of its annual overview reports.

14. The Committee noted with satisfaction the transition of former ACC and its subsidiary machinery to CEB, which should assist CEB in better implementing its tasks to strengthen coordination in the United Nations system, and in that regard recommended that CEB reflect the practical results of its transition in its annual report.

[15. The Committee stressed that inter-agency coordination in the field of budgetary arrangements should continue to be strengthened, and recommended that CEB and its relevant structures take effective measures in that regard and report on progress made in its next report.]

16. The Committee reaffirmed the important role of CEB in coordinating the implementation of the relevant intergovernmental mandates for mobilizing and monitoring the economic assistance provided by the international community and the United Nations system to States confronted with special economic problems arising from the implementation of preventive or enforcement measures imposed by the Security Council, and in identifying solutions to the special economic problems of those States and providing support to the efforts of States affected by the developments in the Balkans for their economic recovery, structural adjustment and development, and in that regard recommended that CEB continue to report on the progress of its work in that field in the context of its annual overview reports.

17. **The Committee recommended that CEB give due attention to an analysis of specific problems facing countries invoking Article 50 of the United Nations Charter, and that it consider improving procedures for consultations to maintain a constructive dialogue with such States, including through regular and frequent meetings and, where appropriate, special meetings between affected third States and the donor community, with the participation of United Nations agencies and other international organizations.**

United Nations E/AC.51/2002/L.6/Add.31

Economic and Social Council

Distr.: Limited
20 June 2002

Original: English

Committee for Programme and Coordination
Forty-second session
10 June-5 July 2002
Agenda item 9
Adoption of the report of the Committee on its forty-second session

Draft report

Rapporteur: Mr. Alejandro **Torres Lépori** (Argentina)

Addendum

Coordination questions: United Nations System-wide Special Initiative for the Implementation of the United Nations New Agenda for the Development of Africa in the 1990s

(*Item 5 (b)*)

1. At its 7th and 8th meetings, on 13 June 2002, the Committee for Programme and Coordination considered the report of the Secretary-General on the United Nations System-wide Special Initiative on Africa in the context of the Final Evaluation of the United Nations New Agenda for the Development of Africa in the 1990s (E/AC.51/2002/8).

2. The Special Coordinator for Africa and the Least Developed Countries introduced the report and responded to questions raised during the Committee's consideration of it.

Discussion

3. Appreciation was expressed for the report on the United Nations System-wide Special Initiative on Africa, which was considered to be frank and comprehensive.

4. There was general acknowledgement that after five years of the Special Initiative as the implementing arm of the United Nations New Agenda for the Development of Africa in the 1990s, its task was done. Its performance was mixed, falling short of the expected goals. This was due in part to the fact that it was

02-43529 (E) 240602

conceived on too large a scale; it was an initiative tailored for Africa but designed by others; and it lacked sufficient resources to bring it to fruition. In addition, the lack of effective teamwork among those entrusted with the management of the Special Initiative also led to its poor performance.

5. Nonetheless, there was broad agreement that while the Special Initiative had fallen short in its performance, the experience had provided useful lessons for the future coordination of the United Nations system. The New Partnership for Africa's Development was hailed as an African-designed initiative, which has many prospects for success. It was further stated that as an African initiative, the responsibility for its implementation should rest with African countries, with the United Nations system playing a supporting role alongside other donors. Some delegations expressed the view that priority should be given to HIV/AIDS in the implementation of the Partnership. Emphasis should be placed on building African capacity.

6. Questions were raised about the nature of the interface of the United Nations system with the New Partnership for Africa's Development. It was felt that it was imperative that all United Nations agencies collaborate and pool their diverse and immense expertise in supporting the Partnership. In this respect, the need to develop a strategic operational framework to guide United Nations intervention with respect to the Partnership was stressed. It was also noted that the Partnership would be a useful mechanism for coordinating United Nations development work for Africa and for achieving the objectives set out in the Millennium Declaration related to meeting the special needs of Africa.

7. It was acknowledged that the various trade and aid initiatives of several donors, including China, Japan, the United States of America and the European Union, needed to be dovetailed in support of the New Partnership for Africa's Development. There was a need for bilateral donors to be engaged in the process and to support the initiative if it was to stand a chance of succeeding.

8. It was emphasized that the Committee for Programme and Coordination should play an important advocacy role, in addition to monitoring the support of the United Nations system for the Partnership. Particular emphasis was placed on the need for a large resource mobilization effort for the programme, given that the lack of resources was a key impediment to the success of the performance of the Special Initiative.

9. Attention was drawn to the need to identify the role of the relevant structures within the United Nations Secretariat, including the Office of the Special Coordinator for Africa and the Least Developed Countries, the Economic Commission for Africa (ECA) and the United Nations Development Programme in support of the Partnership. A renewed and strengthened Office of the Special Coordinator was described as essential to that effort. Moreover, an appropriate intergovernmental mechanism was also needed to periodically monitor and review the support provided by the United Nations system for the New Partnership for Africa's Development, which would report to the Economic and Social Council and the General Assembly with measures to be taken to enhance United Nations support for the Partnership.

10. In conclusion, it was explained that the United Nations system had established multi-layered links with the Partnership. ECA was the main interlocutor with the Heads of State Implementation Committee and the Steering Committee of the New Partnership for Africa's Development, and it has assisted in drawing up indicators for economic and corporate governance. The Steering Committee has directly contacted various agencies and organizations of the United Nations system to solicit their assistance. Moreover, the United Nations System Chief Executives Board for Coordination (CEB) and the High-level Committee on Programmes discussed extensively modalities for United Nations system response to the Partnership. Lessons learned from the Special Initiative and the United Nations New Agenda for the Development of Africa in the 1990s would prove useful in tailoring the response to the Partnership. It is to be borne in mind that coordination was most effective at the country level, where Governments should take the lead.

Conclusions and recommendations

11. **The Committee emphasized that the development needs of Africa should remain a high priority on the agenda of the United Nations system.**

12. **The Committee emphasized the importance of applying the lessons learned from the United Nations System-wide Special Initiative on Africa to the implementation of the New Partnership for Africa's Development. It was concluded that the Special Initiative had improved inter-agency coordination in Africa and that the thematic cluster arrangements had proved to be particularly useful in fostering inter-agency collaboration at the country and regional levels.**

13. **The Committee noted that the United Nations system, through CEB, had adopted a three-pronged policy towards the New Partnership for Africa's Development, emphasizing the need for the United Nations system to exercise restraint in launching new initiatives, to unite in supporting African-owned and Africa-led initiatives and to promote inter-agency coordination. The Committee stressed the important decisions to be taken by CEB on future United Nations support for programmes in Africa.**

14. **The Committee underlined the need for agencies and organizations of the United Nations system to support the New Partnership for Africa's Development. In this regard, the Committee recommended that the United Nations system articulate a strategic operational framework for supporting its implementation. It was recommended that the proposed framework highlight problems, set goals, determine the respective roles of organizations, indicate resource requirements and introduce performance indicators.**

15. **The Committee emphasized that it should accordingly be involved in monitoring whatever framework the agencies adopt to support the Partnership. It recommended that the Secretary-General be requested to report to the Committee at its forty-third session on the future engagement of the United Nations system with the Partnership.**

United Nations E/AC.51/2002/L.6/Add.32

Economic and Social Council

Distr.: Limited
18 June 2002

Original: English

Committee for Programme and Coordination
Forty-second session
10 June-5 July 2002
Agenda item 9
Adoption of the report of the Committee on its forty-second session

Draft report

Rapporteur: Mr. Alejandro **Torres Lépori** (Argentina)

Addendum

Report(s) of the Joint Inspection Unit

(*Item 6*)

Strengthening the investigations function in United Nations system organizations

1. At its 6th meeting, on 12 June 2002, the Committee considered the report of the Joint Inspection Unit, entitled "Strengthening the investigations function in United Nations system organizations" (A/56/282), and the comments of the Secretary-General, as well as those of the United Nations System Chief Executives Board for Coordination thereon (A/56/282/Add.1). The report of the Joint Inspection Unit was introduced by Inspector Khalil Issa Othman.

Discussion

2. The report of the Joint Inspection Unit was appreciated. Views were expressed that the report dealt with a very important component of oversight namely that of investigation, and that it built upon previous Joint Inspection Unit reports on oversight. It was considered that the report was informative, timely and topical and its specific recommendations helpful to the Member States and the secretariats of the United Nations system organizations.

3. There was general endorsement of its recommendations on their own merit and taking into account the information given on endorsement by other governing bodies of United Nations system organizations of those recommendations.

02-43114 (E) 200602

4. Views were also expressed that a number of the comments of the Secretary-General on the report, and especially on specific recommendations should be considered.

5. The view was expressed that the report would have been more useful to Member States had it provided more analysis of the situation in different organizations.

6. Views were expressed that the report could have also been more beneficial had the views of the different organizations on different issues been more specific.

7. There was general agreement on having recognized common standards and procedures for investigations, especially in view of the conclusions of and adoption by the Third Conference of International Investigators of United Nations Organization and Multilateral Financial Investigations (7-8 March 2002, Washington, D.C.) of a "Uniform Standards for Investigations".

8. Views were expressed that the standards and procedures may be further adapted to the circumstance of each organization.

9. Views were also expressed that the comments of the Secretary-General on this issue, especially the legal implications, should be considered.

10. On the issue of training of managers, questions were raised as to the desirability of involving managers in investigation. Views were expressed that it was better to leave that function to qualified investigators. Other views expressed were along the lines of the report of the Joint Inspection Unit, namely, that since managers do carry out investigations in the absence of qualified investigators, there was a need for training managers in recognized standards and procedures in order to minimize the risks to the investigative process.

11. There was general agreement on the need for a professional investigations capability in each organization and that a risk profile and analysis be undertaken by Executive Heads of each organization for subsequent consideration by their respective legislative bodies.

12. Views were expressed on options for financing access of small organizations to professional investigations capability and that such options and others be also considered in conjunction with the Office of Internal Oversight Services review being presently carried out on the subject.

13. General agreement was voiced on the issue of organizations adopting preventive measures based on proactive investigations and lessons learned from completed investigations. Views were expressed that proactive investigations were considered to be topical issues for the future.

14. Questions were raised about the distinction between the functions of investigation and inspection; and between investigators and auditors. Reference was made to such a distinction including references to such discussion in the Joint Inspection Unit report.

15. Although not included in the report, a question was raised as to the efficacy of having "resident investigators" in major peacekeeping or humanitarian missions.

16. Concerns were raised about the time lapse between the issuance of the Joint Inspection Unit report and of the comments of the Secretary-General thereon.

17. Views were expressed regarding the desirability of having the comments of the different organizations on the substance and recommendations included in the Joint Inspection Unit reports. It was noted that such views were being favourably considered by the Unit. A number of Joint Inspection Unit reports included such information, but it remained to become more standardized.

Conclusions and recommendations

18. **The Committee welcomed the report of the Joint Inspection Unit on strengthening the investigations function in the United Nations system organizations (A/56/282) and found it informative, timely and useful.**

19. **The Committee recommended that the General Assembly approve recommendations 1, 3, 4, 5 and 6, as contained in the report of the Joint Inspection Unit.**

20. **The Committee also recommended approval of recommendation 2 on training managers who are already involved in investigative activities, owing to the absence of qualified and experienced investigators on established standards and procedures of investigations, with the understanding that caution will be exercised to ensure that the managers' independence and impartiality in their areas of responsibility is guaranteed, and that clear guidelines spelling out the extent of their involvement at all stages of the investigations process will be provided.**

United Nations E/AC.51/2002/L.6/Add.33

Economic and Social Council

Distr.: Limited
5 July 2002

Original: English

Committee for Programme and Coordination
Forty-second session
10 June-5 July 2002
Agenda item 9
Adoption of the report of the Committee on its forty-second session

Draft report

Rapporteur: Mr. Alejandro **Torres Lépori** (Argentina)

Addendum

Improving the working method and procedures of the Committee for Programme and Coordination within the framework of its mandate

Item 7

1. The Committee considered agenda item 7 and reviewed the implementation of the conclusions and recommendations on the matter that it had adopted at its 38th, 39th, 40th and 41st sessions.

Discussion

2. Appreciation was expressed to the Secretariat for the prompt submission of the proposed programme budget outline for the biennium 2004-2005, and it was suggested that the consideration of the budget outline within a single session of the Committee be followed to the extent possible in the future, without prejudice to General Assembly resolution 42/211.

Conclusions and recommendations

3. **The Committee reaffirmed the conclusions and recommendations on its working methods and procedures that it had adopted at its 38th, 39th, 40th and 41st sessions.**

4. **The Committee reiterated that the terms "takes note of" and "notes" as used in the present report are neutral terms that constitute neither approval**

02-46228 (E) 080702

nor disapproval, and it welcomed in that regard General Assembly decision 55/488.

5. The Committee reiterated its recommendation that the relevant intergovernmental bodies, as well as the Economic and Social Council and the Main Committees of the General Assembly, include in their programme of work a review of the programmes of the medium-term plan and its revisions that are relevant to their work.

6. The Committee recommended that, when considering the medium-term plan and its revisions, it have at its disposal the observations of the relevant intergovernmental bodies in the areas pertinent to their work, in accordance with regulation 4.9 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.

7. The Committee emphasized the need for brief and concise oral presentation of reports by the Secretariat.

8. The Committee also emphasized the need for all reports to be presented to it in writing.

[9. The Committee reaffirmed that, in accordance with the rules of procedure of the Economic and Social Council, observers may participate in its deliberations on any matter of particular concern to them. The Committee also reaffirmed the responsibility and privileges of its members concerning the decision-making process and the recommendations that they adopt.]